Crisis Management Team

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Overview – Crisis Management

Team Remit

Example :

The Crisis Management Team (CMT) is the decision-making body in [insert Organisation Name] managing the response to a crisis impacting [Insert the Organisation Name or impacted area].

Note : if you do not need multiple plans for multiple teams, amend wording accordingly.

Crisis Definition

Example:

In **[Insert Organisation Name]**, a crisis is defined as: [Add in crisis definition – you may want to adapt the definition below from the British Standard BS11200: Crisis management – Guidance and good practice **[https://www.bsigroup.com]**

An unprecedented or extraordinary event or situation that threatens an organisation and requires a strategic, adaptive, and timely response in order to preserve its viability and integrity.

Invocation

[Insert]

- how the team will be invoked

- who will make the decision

- how members will be notified (through which channels), including details of the physical or virtual meeting place and time.

[Insert]

The principles for invoking the CMT are:

- [Add in principles]

Crisis Management Rooms

Include details of where to meet

CMT call details

Include details of any call methods to be used

Initial Actions	Agenda	Questions to ask
1. Chair to select appropriate individuals who will determine the facts and report back to the CMT within [xx minutes]	1. **What do we KNOW?**	• What is the current situation?
	• Familiarise yourself with the overview of the situation	• What action has been taken?
2. Confirm Scribe is in place to log all information received and actions taken using the Log Template in appendix 1	• Clarify what is known and what is speculation	• What is the impact on: our people, finances, legal and reputation?
	• Determine which people and teams are engaged	
3. Once initial facts have been validated, discuss scope of the crisis, set the objectives for the response and agree the immediate critical decisions that may be required	• Decide what additional information would be beneficial, including likely timescales, impact and public domain knowledge	• Who has been notified?
		• What does it mean to us, locally and nationally?
	2. **What are the IMPACTS?**	• Are any third parties involved or engaged?
Example Objectives:	• Identify which business processes are affected	• What deadlines must we meet?
• Minimise impact of crisis on [stakeholders]	• List immediate tasks	• Has there been media coverage/ interest?
• Restore business operations as quickly as possible	• Invoke appropriate response teams	• What specialists are required to support decision-making or response?
• Maintain effective communications with internal and external stakeholders	• Ascertain what additional support is required	
• Protect and ensure the wellbeing of [INSERT COMPANY NAME] people	• Imagine and plan for the **worst case scenario**	
	3. **What DECISIONS and ACTIONS are required?**	
	• Define strategic priorities	
4. Consider all people aspects and be prepared to offer advice and support to staff, customers, shareholders, partners, etc	• Establish communication channels with other Crisis Teams	
	• Agree on timings to receive and dispatch updates	
	• Compile a list of stakeholders to update on a regular basis	
5. Recap and assess	4. **Review**	
	• Confirm and record all decisions made and rejected	
	• Revisit as new verified information arrives	
	5. **NEXT MEETING**	
	• Decide when the team will next communicate and/or meet	

When considering next steps, evaluate:

Degree of uncertainty

- What is the risk to our people?
- What is the expected duration?
- What is the real issue?
- Do I have enough information to form an assessment?
- How certain am I that the information is reliable?
- What don't we know?
- Have the key facts been verified?
- Are there still information gaps in my understanding?
- What is the timeline?
- What is the worst case?

Degree of containment

- Is the issue contained or widespread?
- Which stakeholders are impacted?
- Have we got sufficient resources to contain the issue?
- Do we know if the issue could spiral and what the future impacts could be?
- Are significant additional resources required?

Degree of control

- Are CMT leading this incident or can it be left to the operational teams?
- Do we expect control imminently?
- Are there any other issues that could converge and enflame the situation?
- What is happening to others?
- What messaging is being prepared and what can we say to people internally and externally?
- What is the current customer/ public sentiment?

Crisis Management Team Membership

	Primary		Alternate 1	
Chair	[Name]	[Contact Number]	[Name]	[Contact Number]
Facilitator	[Name]	[Contact Number]	[Name]	[Contact Number]
Scribe	[Name]	[Contact Number]	[Name]	[Contact Number]

Core
Add in details of core members

[Insert Team 1]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 2]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 3]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 4]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 5]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 6]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 7]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 8]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 9]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 10]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 11]	[Name]	[Contact Number]	[Name]	[Contact Number]
[Insert Team 12]	[Name]	[Contact Number]	[Name]	[Contact Number]

Functions

Finance	[Name]	[Contact Number]	[Name]	[Contact Number]
Human Resources	[Name]	[Contact Number]	[Name]	[Contact Number]
Legal	[Name]	[Contact Number]	[Name]	[Contact Number]
IT	[Name]	[Contact Number]	[Name]	[Contact Number]
Communications	[Name]	[Contact Number]	[Name]	[Contact Number]
Risk	[Name]	[Contact Number]	[Name]	[Contact Number]
Security	[Name]	[Contact Number]	[Name]	[Contact Number]

Responsibilities

Chair	Has responsibility to manage the crisis and is the ultimate decision-maker on the team. The Chair will determine which members of the CMT are required. A key responsibility is to identify the CMTs' objectives and determine the direction of the response. They are also responsible for briefing the [Insert who here], who in turn brief the relevant [Insert Board here].
Facilitator	Runs the crisis room, is the most senior support to the CMT Chair and acts as guardian of the process. Oversees the information management capability in the CMT ensuring information is being captured and shared in an effective manner. The Facilitator structures the meetings to provide a focus on the key elements and checks actions are taken and completed. Works with [insert relevant Security/Crisis teams if required] to ensure coordination across other response teams. Is responsible for ensuring the continued wellbeing and welfare of the CMT.
Scribe	Recording all information, decisions and actions conveyed in the CMT meeting. Collating a formal situation report following CMT meetings.

Core
The primary responsibility of 'core' members is to be a liaison for the team or area represented. Gathering information on the impacts* to the area, making sure they are understood and given due priority. Representatives lead or direct the recovery for their team or area. They should provide a constant voice back to their area.

[INSERT TEAM]	[Insert Team responsibilities] – Example below
[INSERT TEAM] Eg Claims	Manages claims. Provides an update on the impact to this customer segment.
[INSERT TEAM]	[Insert Team responsibilities]
[INSERT TEAM]	[Insert Team responsibilities]
[INSERT TEAM]	[Insert Team responsibilities]
[INSERT TEAM]	[Insert Team responsibilities]

Updates on impact should include whether an area is unaffected by a disruption, is impacted but workarounds are in place to provide a service with minimal disruption, or there is significant impact and limited workarounds to provide a service.

Responsibilities – Continued

Functions – Functions are responsible for providing advice and additional support from their specialist area.

[INSERT FUNCTION] Eg Finance	Manages financial stability during a crisis. Understands the impact of the crisis on finance and accounting matters. May take decisions to relieve financial pressure during a crisis, e.g. raising credit limits or delaying reporting.
[INSERT FUNCTION] Eg Human resources	Considers the welfare of staff, contractors and visitors and works with other relevant teams to ensure our people's welfare is at the heart of the response. Liaises with wider Human Resources function to provide updates on any support and assistance for [Insert Organisation Name] people or their family and friends who may have been affected by the crisis.
[INSERT FUNCTION] Eg General Counsel	Provides legal expertise. The initial contact for Data Privacy liaising with the Data Privacy Officer/Team as appropriate.
[INSERT FUNCTION] Eg CIO	Liaises with IT management, IT Major Incident Team and IT Outsourcing. Provides updates on the impact to IT and the steps being taken to recover services.
[INSERT FUNCTION] Eg Communications	Drafts internal and external (customer and media) communication materials in line with the crisis communication strategy and key messages established by the CMT. Liaises with the Crisis Communication Team.
[INSERT FUNCTION] Eg Risk	Works with the Chair as the main point of contact for regulators.
[INSERT FUNCTION] Eg Security	Provides advice on business continuity and work area recovery arrangements. Liaises with wider Corporate Security function on all aspects of physical security, travel security and security intelligence. Liaises with law enforcement and emergency services.

Appendices

Appendix 1   Log Keeping Template

Appendix 2   Situation Report Template